

The Director of Central Intelligence  
Washington, D.C. 20505

National Intelligence Council

NIC NO 05524-86  
8 December 1986

Lieutenant General Leonard H. Perroots, USAF  
Director, Defense Intelligence Agency  
Washington, D. C. 20301

Dear General Perroots:

In the time that I have had the privilege to head the National Intelligence Council (NIC), I have become more aware and most appreciative of the excellent contribution DIA drafters have made to the production of National Estimates. Whether DIA drafters have written Estimates, contributed sections, served as representatives to coordination meetings, or Assistant National Intelligence Officers, your officers have been a credit to your Agency and the Intelligence Community. In that view, I would like to continue the practice of having DIA analysts serve a tour with our Analytic Group (AG), a group that does much of the drafting for our NIOs.

[redacted] of your agency will be completing his tour with us in October 1987. He has served with distinction and we would welcome another top DIA analyst to take his place. The NIC would reimburse DIA for the length of this analyst's tour. I also invite another DIA analyst to come to the AG on a nonreimbursable basis. Should certain NIC personnel ceiling constraints ease in the future we would make this position on a reimbursable basis.

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The Analytic Group is composed of elite, experienced analysts who draft some of the most significant and difficult interagency estimates. AG members come from throughout the Intelligence Community and the military services. We look for analysts with broad academic and professional backgrounds, initiative, strong writing skills, and the integrity to go where the evidence takes them. The usual tour with the AG is for two years which can be extended to an additional year if this meets the needs of DIA, the NIC, and the analyst.

I believe your analysts would benefit from a tour with us. Drafting assignments and ad hoc tasks in the NIC cut across a wide spectrum of expertise and expose analysts to new and

challenging subjects. An AG tour would broaden your analysts' vision, allow them to work closely with counterparts in the Community, expose them to policymakers and, thus, sharpen their sensitivity to policy-relevant questions. In short, I believe your analysts would return to DIA ready for additional responsibility.

Since our security and personnel clearance process can take several months, I believe that, if you concur with my proposal, we should start the process in early 1987. I invite DIA to nominate two to three people for us to interview for each position. Our present AG officers are GS-14s, GS-15s, and SIS'ers; but the nomination of up and coming exceptional GS-13s also would be welcome. Since I hope to continue this arrangement on a regular basis, eight months before the DIA analyst's two year tour ends, either all parties would agree to a year extension or DIA would again nominate analysts for the NIC to interview. I further propose that we each select a staff member to get together in early 1987 to work out additional details. The NIC point of contact would be Kate Hall, National Intelligence Officer at Large and Director of the AG.

I wish to extend my personal thanks to you, and to all DIA drafters and their supervisors for DIA's past and future cooperation.

Sincerely,

*Very Respectfully*

*Frank B. Horton III*  
FRANK B. HORTON III  
Brigadier General, USAF  
Chairman